The impact of Core Competencies in improving the Organization commitment of employees in Mutah University in Jordan

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Abstract

This study aimed to identify the impact of Core Competencies (Core of Administrative functions, Administrative roles Communication Skills Self-development) in Improving the Organization commitment (normative commitment, affective commitment, continuous commitment) in Mutah University, To achieve the objectives of this study، a questionnaire was developed for data collection. The sample was valid for analysis was (329) , where Version of (SPSS، 16) was used to analyze the questionnaire data ,The most important findings of this study were ,there is an impact Core Competencies in improving the Organization commitment , Mutah University in Jordan ,and The perceptions of Mutah University staff toward Core Competencies was a medium level and to Organization commitment was a high level.

The study presented a number of recommendation ،the most important was ، working to adopt building and developing competencies , giving staff more knowledge and capabilities in the operations of the university, also ,Enhancing the level of organizational commitment of employees by paying interest to incentives and its types and working to direct it correctly so it will be based on competency, variable performance and higher achievement and other positive standards, to reach those who deserved it only, without distinction between workers.

Key words: Core Competencies, Core of Administrative functions , Administrative roles Communication Skills , Self-development, Organization commitment , normative commitment, affective commitment, continuous commitment, Mutah University, Jordan.

Introduction

Recent developments in various fields forced Jordanian universities to respond, to adapt and to change with those developments, to ensure its continuity and its interaction with society and the environment with all active agents surrounding it, so knowledge and experience has become the focus of progress now in addition to what the universities have of accumulated resources, set it apart from other competitive universities both regionally and internationally, to promote its services and to develop its products and its ability to generate new opportunities for its members.

Competency management is considered a basic requirement for organizations in this day and age, as it supports any organization to distinguish it from other organizations, which require developing it through a number of policies and strategies to be followed and utilized to help improve the performance of staff appropriately to gain access to a set of distinguished ideas and solutions.

Competency management is a basic requirement for organizations in this day and age, it supports any organization from other organizations, which require development through a number of policies and strategies to be followed and the work to help improve the performance of staff as appropriate to gain access to a set of ideas and solutions.

The substantial idea of investing in the functional competencies is based on improving the performance of employees because they are the basis of cognitive and intellectual asset configuration, where individuals are the foundation upon which various organizations depend in achieving their objectives, which lead these organization to make effort and to spend time and money to choose the best efficient of them, paying particular interest in terms of providing appropriate training opportunities, and giving them more continuous and morale incentives which contribute greatly to the different needs. On the other hand, organizations seek to make these individuals be committed and sincere to its service by providing outstanding performance that achieves the goals of these organizations, organizational commitment is considered a major and effective ingredient in creating innovation among employees in the organization and its ability to promote the desire and inclination to stay in the organization which mitigates the effects that may result from turnover, keeping in mind that low organizational commitment of employees overloads the organization with further costs, making it face more negative behaviors such as strikes, apathy and other false behaviors.

The problem of the study and its questions:

Competency management is considered a basic requirement for universities in this era, being a supporting force to make any university distinguishable from other universities, requiring their development through a number of policies and strategies to be followed and utilized to help improve the performance of staff as appropriate to gain access to a set of ideas that are reflected in organizational commitment that is capable of responding to the challenges facing universities today, and as an integrated system for efficient policies to motivate employees.

The success of a university in achieving its goals and its excellence and its development depends primarily on the effectiveness of the human element, due to the importance of this element the universities seek to invest it in a correct format as it is considered a real wealth if the organization was able to construct and enhance it since it motivates more than the material element; for the further development of the organization, and to increase its effectiveness in the delivering of its activities and achieve its objectives.

Among these universities Mutah University in South Jordan, which pays great attention since its foundation, to development doing everything in to provide all the necessary ingredients for the development having the belief to achieve its mission and objectives, and as a result of the rapid expansion witnessed by the university in the fields of education and different specializations, so Mutah University today is in more need than ever to own a network of skills and substantial abilities necessary for Mutah's workers, and the use of best and latest concepts in the human resources management in building competencies that will enable them to do business better compared to the other university, through the building of

relationships and channels of knowledge to cooperate and participate in the development of their markets and continuous improvement, which leads to support and enhance the functionality of their workers and to strengthen its competitive position in the long run.

Therefore, the researcher will seek through this study to know the availability of the efforts made by the university in the development of skills, abilities and behaviors among workers which is known as the management of competency in strengthening the organizational commitment of the employees and what workers are performing of duties, functions and responsibilities. From this standpoint, the problem of the study lies in answering the following question: "What is the availability of the principles of the management of core competency in organizational commitment of employees in Mutah University in Jordan."

The study seeks to answer the following questions:
1. What is the availability of dimensions of management of core competency at Mutah University from the perspective of respondents?
2. What is the level of organizational commitment at Mutah University from the perspective of respondents?

Importance of the study:
This study derives its significance as it deals with the subject of the management of competency and its importance in staff training and enhancing their capacity to work and achievement and developing their careers, practically the importance of the study is clarified in handling the availability of principles of competency management in organizational commitment that contribute to the advancement of the level of performance of the University in general, furthermore this study derives its significance from:
1. Addressing the concept of competency management which is one of the important topics in the modern administrative thought, being an important source of the survival of the organization and its durability, especially for organizations that seek to adopt a modern strategy in managing its human resources to achieve organizational commitment, which universities aspired to.
2. Moreover, this study can guide the attention of managers and decision-makers in Jordanian universities to importance of adopting the concept of the competency management, which may have an impact on organizational commitment of employees in Mutah University.
3. This study contributes to enrich the Arabic library with a new topic of interest to researchers and practitioners that may be considered a starting point for other studies in competency management and organizational commitment.

The objectives of the study:
This study aims to find out the availability of dimensions of competency management in achieving organizational commitment at Mutah University, and from this goal the following objectives emerge:
1. Identify the availability of the principles of dimensions of core competency management (competency of administrative functions, competency of administrative roles, competency of communication skills and competency of self-development) at the University of Mutah from respondents' point of view.

2. Identify the level of organizational commitment in Mutah University (normative commitment, affective commitment, continuous commitment) from the viewpoint of the respondents.
3. Identify the differences in workers' perceptions of organizational commitment at Mutah University in Jordan, according to the variables of personal and functional of its workers.

Hypotheses of the study:
This study focused on the following hypotheses:

The first hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the availability of the principles of core competencies (competency of administrative functions, competency of administrative roles, competency of communication skills, competency of self-development), on organizational commitment (normative commitment, affective commitment, contonous commitment) in Mutah University.

The second hypothesis: there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) of the perceptions of the respondents in Mutah University of organizational commitment, according to personal and **Demographic** variables (gender, qualification, experience).

Model of the study:
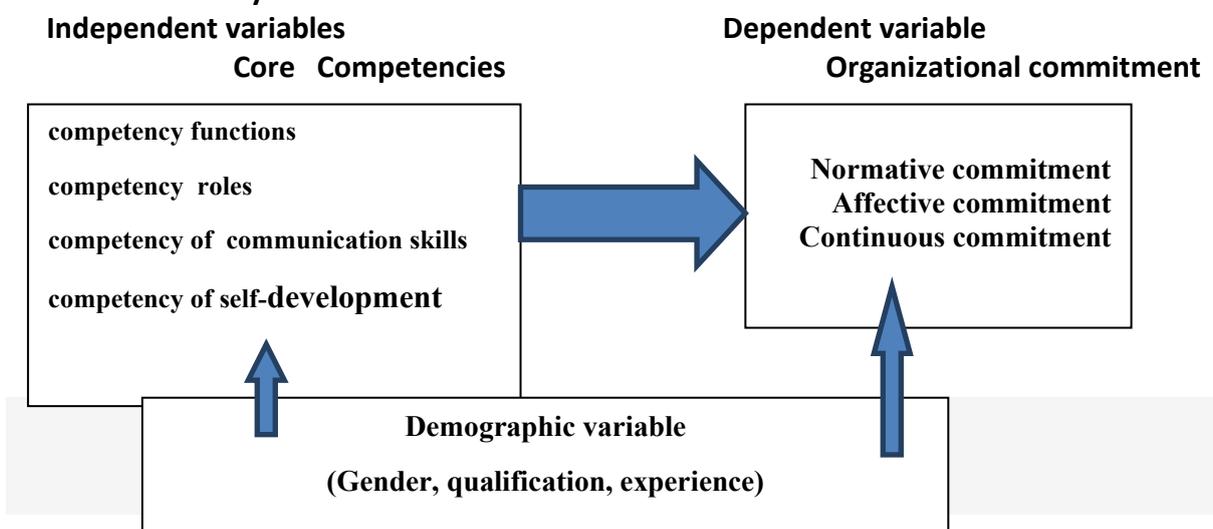
Depending on the study (Al-Qahtani, 2013) (Mayer, JP, et.al, 2002)

Methodology of the study
    This study has followed two approaches of scientific research methods, namely, descriptive analytical approach: to review the most important relevant literature to the dimensions of competency management and organizational commitment, as well as reference to previous studies with some analysis and comparisons. Secondly methodology of field research: It was used to cover the practical side of this study, in which it tries to test the validity of hypotheses, and to answer its questions, and drawing findings by relying on a questionnaire designed for the purposes of this study, in accordance with the practical steps agreed upon.

Population and sample of the study:

Study population includes all workers in Mutah University in Jordan, where the number of employees equals (2100) employees in 2014, and the sample of the study sample was taken randomly as (10%) of the study population where (210) copies of the questionnaire were distributed to the population of the study, (195) copies were retrieved in a percentage of (90%) of the distributed copies, (15) copies unfit for analysis were excluded, hence the number of valid copies for analysis was (180) copies forming a percentage of (92%) of the recovered copies.

Study tool:

The study tool was developed through referring to a number of questionnaires used in previous studies related to the subject of study, and in order to verify the validity of the content of the tool, it has been presented to a group of arbitrators from faculty members and specialists at Mutah University in order to ascertain the content validity of the items of the questionnaire linguistically and contently. To ensure the reliability of the tool Cronbach's Alpha were extracted reliability coefficient, which found to be (0.89) for the principles of competency management and (0.88) for organizational commitment.

The program Statistical Package for Social Sciences program, (SPSS) was use to extract the results, and through statistical treatments that included Statistics duplicates and percentages, and the arithmetic mean and standard deviation, and Cronbach's alpha to measure the internal consistency, regression analysis to test the hypothesis of the study.

Theoretical framework:

In the context of the modern management practices of human resources, competencies management is considered of the most important and the most prominent of these practices; because of their role in raising the efficiency and effectiveness of the performance of personnel and what is positively reflected on the level of the overall performance of organizations, as competencies represent the acquired capacities which enables the individual to work or the required behavioral performance in a given context. They constitute in their general content a set of knowledge, skills and attitudes interacting with each other and merged in a compound reflected on the behavior of the individual in the context of the business and the tasks entrusted to him, so that the individual worker tries to acquire it, to raised and recruit then to employ them, to get out the expected levels of performance or a form that sometimes exceeds the expectations (Al-Qahtani ,2013).

The method of competency is a relatively recent entrance to (1971) for the management of human resources whose birth has been associated with the solution of a problem encountered by the U.S. foreign affairs Department concerning the tests for admission to fill one of the critical functions, where the admission tests to fill this function was not enough to make correct selections among the applicants for the job, as proven after its use for many years that there is no relationship between the results of tests of the applicants for the job and the level of actual performance of the successful of them after appointment in the field of employment, and as a result the U.S. foreign affairs Department asked the administrative expert (Mac Mkeland) to help solving the problem in which the tests were not enough to identify people with good performance before appointment (Kurdi ,2011).

"Mac Mkeland" requested two lists of the names of some of the occupants of the job, the first list was limited to the names of the employees who are known for their actual superiority

(regardless of their scores on admissions tests), while the second includes the names of only those with poor performance, then he has held a field study to identify common characteristics enjoyed by the superior workers that the others do not enjoy, so Mkeland devised list of properties (competencies) that characterize all of the outstanding workers which later dubbed "a form competency" of that function (Kurdi ,2011).

The studies expanded later in the methods of showing competencies and application models competency in human resources management, and in the eighties of the last century in response to organizational changes, especially related to globalization and the repercussions for the management of resources, where the American academic Richard Byutz in 1982 put the basic building blocks of the framework of competencies, which became part acceptable of modern practices in the management of human resources, where he distinguished this framework, practices high performance for medium and performing practices at all levels of activities in the organization, and all that in the light of the three axes of the performance and of the knowledge, skill and ability (Azmi, 2010).

The source of competency of the Organization may take many forms, as competency can be derived from the available technology and management skills and product design, equipment or other resources that show the capabilities that are characterized by the organization and often the competency of the organization is build upon the method in which these resources are organized and assembled to perform superiorly, therefore the critical and crucial factor of the organization's strategy is emerged from the accumulation of experiences, skills and derived abilities in human and technological resources exceptionally owned by the organization leading to support and to enhance its competitive position (Leontiades, 2001).

Competency is "the degree of success in achieving the desired goals, whatever those goals" (Spencer, 1999). It is a specific level of performance aims to achieve the desired results of the work (Dobois, 2003).

Competency is the ability to perform a certain behavior, while the performance is to show the skill in a way that could be measured; so performance is the practical appearance of adequacy (Hittleman, 2006).

It also: the underlying trait of the individual that lead to effective or outstanding performance (Rodolfa, et.al, 2005).

The competency is also known as having all the knowledge, attitudes and skills necessary to perform a task in a facilitated way (Epstein, & Hundert, 2002).

Some people considered competency as the ability to effectively implement business, which is not the ability, knowledge or skill, or what trend, but it is the complex ability that includes knowledge, or skills, and attitudes (Soct, 2002).

The potential of exclusivity and access to a source of excellence in business organizations lies in the way in which the work is organized and the use of the best and latest concepts in human resources management represented in building competencies that enable the organization to do business better compared to competitors who produce similar goods and services. Therefore, the search for competency needs to identify and develop those capabilities that enable the organization of excellence clearly. It is natural that such competencies are of the kind that cannot be copied or imitated by others (Johnson & Scholes, 2002).

Sources of competencies may take various forms, it could be derived from the available technology and management skills and product design, and the design of equipment and other resources that show the capabilities that characterized the company (James, 2001).

Competency is created when resources are distributed or employed in various activities of the organization and operations by linking these activities with each other. Therefore, the performance whether good or bad will be resulted from it, because the activities and operations are difficult to imitate as it is in the owned or acquired resources (Johnson & Scholes, 2002).

It is well known that the competencies differ not only between organizations, but can vary within the same organization, and lead the organization to assemble its competencies to make it more able to respond to the requirements of the environment (Rodan & Galunic, 1998).

Organizational commitment:

Sheldon (1971) has defined organizational commitment as "a direction that links the individual and the organization," this definition matches with the definition of (Kanter ,1968): that organizational commitment is: "the desire of the individual as a social role to exert his energy and loyalty to the organization as a social system."

(Hrebiniak &Alutto,1972) believe that organizational commitment is" a phenomenon that occurs as a result of relations of reciprocity between the individual and the organization that draws down consequent mutual investment that continues with the continuity of the contractual relationship between them, "and similar to this is the definition of (Becker ,1960): "The organizational commitment arises when an individual makes a comparison in which he links between features or benefits associated with work and the pattern of the accompanied behavior that is followed or being supplied."

Many of the studies and research have shown that there are significant benefits of organizational commitment among workers organizations could utilize (Paul & Brian,2006) including:

- Organizational commitment is considered a key ingredient in creating and influencing creativity among employees in the organization, and the outstanding performance of the work, and increases the desire and tendency to stay in the organization, thus alleviating the effects that may result from labor turnover.
- That low organizational commitment among workers of the organization carries more costs, and makes them face more negative behaviors like strikes, apathy at work, theft and vandalism.

(Dov &Meni,2001) have pointed out that organizational commitment as an important role in raising the morale of the workers by making them love their work and their organization and lead them to work collaboratively and enthusiastically to achieve the goals of the morale of the workers organization but low organizational commitment lead to lowering of the morale in way that will yield negativity and disturbances, laziness and lower production rate and other behavioral problems.

(Meyer, Allen & Smithm,2002), state that organizational commitment helps in decreasing the cases of turnover, and increasing the levels of job satisfaction and motivates individuals to work (Toffler, 2003).

Because of the multiplication of these categories in organizations then each category has aims and values trying to achieve which significant benefits to organizational commitment among workers, derive organizations, including: Paul Breen (Paul & Brian, 2006)

1. Organizational commitment is a key ingredient in creating and influencing creativity among employees in the organization, and the outstanding performance of the work, and

increases the desire and tendency to stay in the organization, thus easing the effects that may result from labor turnover.

2. That low organizational commitment among workers organization carries more costs, and makes them face more negative behaviors: the strike, and apathy at work, theft and vandalism.

As noted both Dov and Minnie (Dov & Meni,2001) to that of the commitment organizational important role in raising the morale of the employees by making them love their work and the organization in which they work, and pushes them to work in cooperation and enthusiasm to achieve the objectives of the organization, while the low organizational commitment of employees produces low morale, leading to adverse disturbances, slouching at work, and frequent absences, and lower production, and other behavioral problems.

Meyer, Allen, and Smith (2002) behold that organizational commitment helps to reduce the incidence of leaving work and work absenteeism and turnover and helps to increase levels of job satisfaction and helps to motivate individuals toward work (Toffler.2003).

Because of the multiplicity of these classes and groups in organizations in, each group and class have different goals and trying to achieve them, leading to differing loyalties of individuals and clusters to these values and goals, which led to a variation of researchers in determining the dimensions of organizational commitment.

But Meyer and others has distinguished between three dimensions of organizational commitment this study dealt with as the independent variable (Mayer, JP, et.al, 2002), namely:

1. Affective Commitment which is affected by the degree of the perception of the individual of the characteristics that distinguish his work, such as independence, importance, entity, diversity of skills required and feedback from supervision, and this aspect is influenced by the degree by which the employee senses that the organizational environment in which he works allow him to participate actively in the making decisions relevant to him and to his work.

2. Normative Commitment which is a sensation that is generated in the employee to be committed toward staying in the organization, and this feeling is reinforced through the good support by the organization for its workers, allowing them to participate and interact positively with the implementation procedures of work and most importantly, the contribution in setting the goals and plans and drawing the general policies of the Organization.

3. Continuous Commitment: the degree of affiliation of the individual in this case is governed by the investment and contonous value that can be achieved by the employee by continuing to stay in the organization as compared with what he will lose if he decided to leave the organization and join another, and the evaluation of the individual of the importance of staying in the organization is affected by a set factors such as getting old and career longevity in the organization.

Salanick & Staw (1977) mentioned in (Al-Otaibi and Al-Sawwat, 1997) have specified two dimensions of organizational commitment, namely:

- Attitudinal Commitment: a set of operations through which the goals of the individual and his value match with the objectives and values of the organization, which leads to an increase in the individual's desire to stay and continue in the organization.

- Behavioral Commitment: a set of operations through which the individual becomes linked to the organization as a result of his previous behavior, as the effort he exerted

in the organization and the time he spent within the organization makes him to stick to his membership in this organization and stay there.

But Joiner and Bakalis (2006) distinguished between dimensions of organizational commitment:

- Moral Commitment which means the adoption of the individual of the values and the goals of the organization and considering it a part of his values and goals.
- Calculative Commitment which means the desire of the individual to continue to work in the organization despite the opportunities available to work in another organization with better benefits.

Previous studies:

Study of Kumar and Giri (2009) entitled "The effect of age and experience on job satisfaction and organizational commitment." This study aimed to identify the effect of age and workers experience on job satisfaction and organizational commitment, The study used a questionnaire as the study tool which was distributed to a sample consisting of 380 workers at the three different administrative levels in private and public organizations, operating in the sectors of banking and communications in India. The study found that job satisfaction and organizational commitment have differed significantly across the different functional stages of the workers. The study found that job satisfaction and organizational commitment among older workers are larger than the younger. The job satisfaction and organizational commitment differed significantly depending on the work experience of the workers. The most experienced workers in the work they have higher job satisfaction and organizational commitment.

Study of Lambert and others (Lambert, et, al, 2006) "The Impact of Centralization and Formalization on Correctional Staff Job Satisfaction and Organizational Commitment: An Exploratory Study ". This study aimed to test the effect of the centrality (participation in decision-making, and the independence of job) and the formalization on job satisfaction and organizational commitment of the staff of the rehabilitation centers in the big state prison in the Midwest in the U.S. To achieve this goal questionnaires were distributed to collect data from the (272) employees at the prison. After conducting statistical analysis and hypothesis testing, the study found that there is a statistically significant negative effect of centrality (participation in decision-making and independence of the job) on job satisfaction and organizational commitment, and there is a statistically significant effect of formalization on job satisfaction and organizational commitment.

Xia and Chan (2010) conducted a study entitled "Key Competences of Design-Build Clients in China." The aim of this study was to identify the essential competencies that the clients should enjoy to ensure the success of the projects of the construction market in China. The most important results of the study were that the keys of essential competency to ensure the success of the projects of the construction market in China is represented in the ability to clearly define the project scope and its objectives, and financial capacity of the projects, and the ability of managing contracts; and a sufficient number of staff or consulting team, and the effective coordination with contractors; and experience with projects.

Study of Peeters and Potterie, (2003) entitled: "Organizational Competencies and Innovation Performances: The Case of Large Firms in Belgium." The aim of this study was to investigate the effect of organizational competencies on innovative performance, where about forty of organizational competencies have been identified that are sub-derived from the main organizational competencies (the ability to develop innovative culture, and the

ability of innovative organization, and the ability to generate ideas, and the ability to use internal information, and the ability to finance innovation, and the ability to choose innovative projects, and the ability to protect property rights). These organizational competencies were measured through a questionnaire distributed to 148 large companies in Belgium. The practical results showed that the indicators of innovation (research and development, and the number of innovators, patents) are statistically correlated with most of the competencies.

Abdullah conducted a study (Abdullah, 2003) entitled "The Application of Electronic Human Resource and its Relationship to Performance." The study aimed to investigate the applications and cases of electronic human resource management of government departments in the Emirate of Dubai, evaluating the relationship of this program with job performance, providing some suggestions to contribute to the process of developing the program, the study used a descriptive analytical method by collecting information from books and periodicals and through the application of the questionnaire and personal interviews with (92) of the staff of the Department of human Resources and information systems in government departments in Dubai. The most important findings of the study: most of the areas of electronic human resources have been applied moderately in all departments in the government departments in Dubai.

Results:

The answers were classified according to Likert (5) points scale of multiple choices that evaluate the weights of those items in five ways , evaluation is treated like this : Up to 2.49 is Low ,(2.50-3.49) is Average, (3.5) or more is High.

Results related to the first question: What is the availability of dimensions of management of competency at Mutah University from the perspective of respondents? the means and standard deviations of the total field of the perception were listed in table (1)

 Table (1)
Means and S.D of Answers in Terms of dimensions of management of core competency at Mutah University

No	Item	Standard deviation	Mean
	competency of administrative functions		
1	My work includes various tasks and duties.	0.92	3.74
2	The nature of my work encouraged me to develop my skills and abilities.	0.95	3.66

3	Achievement in my work contributes to the achievement of part of the objectives of the university.	0.97	3.58
4	My performance is evaluated by the duties and tasks I performed.	0.98	3.55
5	I will be motivated for the outstanding performance that I do.	0.99	3.53
	Mean	**0.96**	**3.61**
competency of administrative roles			
1	I have extensive powers during the performance of my duties.	1.04	3.33
2	My manager shows me how to accomplish some of the work required of me.	1.05	3.08
3	The functional roles that I am doing at the university are varied	1.01	3.42
4	My work makes me feel of the great responsibility towards the university where I work.	1.02	3.37
	Mean	**0.99**	**3.30**
competency of communication skills			
9	My manager encouraged me to put forward ideas to contribute to the improvement of doing business.	1.01	3.62
10	My manager encourages me to differ with the opinions set related to work.	0.99	3.58
11	My manager works on finding cooperative normal relations with subordinates.	1.03	3.17
12	My manager is keen to understand the major problems of subordinates and works to find solutions to them.	1.05	3.08
	There are open channels of communication with managers about ordering the work required of me	0.91	3.69
	Mean	**1.01**	**3.42**
competency of self-development			
	My manager encourages me to develop my abilities and acquiring more knowledge	1.00	3.48
	My manager allows me to participate in various training programs to develop my skills and capabilities	0.99	3.52
	My manager induces me to hold my required responsibilities	0.95	3.62
	My manager allows me to depend on my capabilities to find quick solutions to the problems that face my in the work.	97..0	3.55

9	Mu administrative unit is characterized by the incentives to develop the ways of performing the work	1.03	3.18
	Mean	**0.96**	**3.47**
The general Mean		**0.91**	**3.45**

Shown in Table (1) the availability of dimensions of **core competencies** management were ,mean has come in a average degree with 3.45.

Results related to the second question: What is the level of organizational commitment at Mutah University from the perspective of respondents?

the means and standard deviations of the total field of the perception were listed in table (2)

Table (2)
Means and S.D of Answers in Terms of dimensions of organizational commitment **at Mutah University**

No	Item	Standard deviation	Mean
Normative Commitment			
1	I consider the challenges facing my university as my challenges	1.01	3.74
2	I enjoy speaking my friends about the university where I work	0.92	3.89
3	Staying at the university means the sacrifice of some job alternatives	0.97	3.78
4	I believe that the process individual transfer from this university to another is limited	0.99	3.70
5	My moral commitment towards my colleagues drives me to stay in this university	1.00	3.62
	Mean	0.54	3.74
Affective commitment			
1	I will be happy I spent the rest of my career time at the university	1.04	3.45
2	I am happy because I prefer the opportunity to work in this university than other opportunities	0.94	3.69
3	I have no desire to leave the university	0.95	3.65
4	I am ready to accept any work nominated to me to ensure my continuity in the university	0.96	3.61
	The university where I work has a favor in building my career life more than any other location	0.99	3.51
	Mean	0.57	3.58
continuous commitment			
9	The university offers my material features that is not available in other departments	1.01	3.42

10	I know the various additional feature the university provides me	1.02	3.39
11	I do my best and I know that I will be rewarded and appreciated	1.05	3.35
12	The incentives that I have is in accordance with what I have of responsibilities and duties	0.63	3.39
	Mean	1.01	3.39
	The general Mean	0.89	3.57

Shown in Table (2) the **dimensions of** organizational commitment were ,means reached at degree (3.57) high.

Hypotheses testing:

The first hypothesis*: HO1* The first main hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the availability of the principles of competency (competency of administrative functions, competency of administrative roles, competency of communication skills, competency of self-development), on organizational commitment in Mutah University.

Using multiple regression analysis, the following table (2) shows the results obtained when testing this hypothesis.

Table (2)

The Results of Multiple Regression Analysis to test the Impact principles of competency (competency functions, competency roles, competency of communication skills, competency of self-development) on organizational commitment

Variable	Standardized Coefficients	Unstandardized Coefficients		Calculated t	Sig.
	Beta	Std. Error	B		
Constant		.182	.708	**3.901***	**.000**
competency functions	.285	.081	.282	3.485*	.001
competency roles	.210	.063	.195	3.079*	.002
competency of communication skills	.220	.073	.213	2.924*	.004
competency of self-development	.179	.049	.156	3.215*	.002

**R²= 0.553 ** significance ($\alpha \leq 0.05$)

From the table above ,the values of calculated t (3.485, 3.079, 2.924, 3.215) is bigger than its tabulated one which equal (1.98) at values of α≤0.05, as calculated t which are significant at α≤0.05, From the previous discussion, it is imperative to reject the null hypothesis ,since these dimensions of core competency have a significant effect.

Second major hypothesis : HO2: The second main hypothesis: there are no statistically significant differences at the level of significance (α ≤ 0.05) of the perceptions of the respondents in Mutah University of organizational commitment, according to personal and functional variables (gender, experience, qualification).

To test the hypothesis test was use **(**Independent T Test **)**. The following table shows the test results, are as follows: -

Variable		No.	Means	S.D	Degrees of freedom	T	The level of significance
Gender	Male		3.17	.70	196	2.83	.005
	Female		2.86	.58	196		
experience	10years or less		2.99	.65	196	-2.32	.021
	More 10 years		3.23	.71	196		
Education graduate	**Diploma or Less**		2.94	.62	196	-3.87	.000
	Bachelor or more		3.32	.73	196		

The results indicate in the table (19) to the presence of statistically significant differences at the level of significance (α ≤ 0.05) between the mean between the perceptions of the respondents to organizational commitment attributable to demographic factors (experience, gender, educational level), where the value of (t) in the table ,and level of significance reached less than the specified value (0.05). through the averages noted that the differences in favor of (male ,more 10 years , Bachelor or more).

Discussion of Results:
The results have shown that the principles of competency management (competency of administrative functions, competency of administrative roles, competency of communications skills, competency of self development) has an impact on improving organizational commitment (knowledge of job requirements, the quantity of work achieved, the quality of work achieved, Perseverance) in Mutah university, The study suggest to provide competency and efficiency in all activities of the university through the availability of the elements of competency in the university which takes many forms, from the available technology and management skills and adoption of modern methods in the field of education, will be the critical the crucial and strategic factor that lead to support and enhance their competitive position and improve their organizational commitment through improving the ability of workers and their understanding of their role in improving the functional role of performance of the university, and help them to improve their work and solving problems, and provide an opportunity for employees to develop distinguish and promote.

Recommendations

1. It is necessary that Mutah University adopts building the competencies that will enable the university to do business better compared to competitive educational organization, and the need to identify and develop those competencies and capabilities that enable the university to excel clearly so as to meet the challenges that must be taken into account in order to maintain and continue to strengthen the ability of public universities to get to improve functionality of all employees.

2. Enhancing the level of organizational commitment of employees at the University of Mutah by paying interest to incentives and its types and working to direct it correctly so it will be based on competency, variable performance and higher achievement and other positive standards, to reach those who deserved it only, without distinction between workers.

3. Pay attention to workers by investing energies characterizing the, and to participate in decision-making and communication methods, including the renewal of communications ways between them to provide them with information, and create a participatory and cooperative relations between the workers in all levels through effective communication channels between all levels.

4. Focus on meeting the needs and requirements of employees and pay attention to female element and improves their skills and appropriate competencies, moreover to provide a suitable environment because of their role in the survival and the continuation of the university and through the provision of all the support operations for education, training and development by fostering the development and training activities and giving workers more knowledge and capabilities in the operations of the University, and focus on programs and refine the character of the workers through promoting the spirit of cooperation and brotherhood, innovation and ensure freedom of expression and participation.

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